

**SOLICITATION**  
**Specialized Training & Facilitation Services**  
**USAID/Ghana**

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***Dear Prospective Quoter:***

The United States Government, represented by the USAID, through the Mission in Accra, Ghana, is seeking quotations as per the below detailed Statement of Work (SOW) to procure the services of a qualified local Ghanaian firm to provide customized, modern leadership and management training courses that offer rewarding learning experiences and opportunities for staff to develop and maintain skill sets that make them versatile, adaptable and resilient current and future leaders.

You are invited to submit a quotation and pricing in the format below:

***Basis for Award***

The Mission intends to award a purchase order for this service to the responsible organization submitting an acceptable quotation at the lowest price technically acceptable (LPTA). The Mission, however, may award a contract without holding discussions with the Offeror should the quotation conform to the specifications outlined in this RFQ. The Government however reserves the right to conduct discussions, if later determined by the Contracting Officer to do so.

***Brand Name or Equal (FAR 52.211-6)***

Reserved.

***Mode & Date of Submission***

Please read the RFQ carefully, and if you are interested, submit your quotation electronically (email) including the completed Vendor Request Form to [abond@usaid.gov](mailto:abond@usaid.gov); [jbersheit@usaid.gov](mailto:jbersheit@usaid.gov); [gamarkah@usaid.gov](mailto:gamarkah@usaid.gov); before or on September 13, 2021 at 2:00pm GMT.

***Quotations received after the deadline will not be considered.***

***Required Registration & Certifications***

All organizations must be registered in the System for Award Management (SAM) (<https://www.sam.gov>) and should have obtained a DUNS number (<http://fedgov.dnb.com/webform>) in order to conduct business with the U.S. Government (USAID/Ghana) prior to award.

## **STATEMENT OF WORK (SOW)**

### ***Specialized Training and Facilitation Services (Leadership, Management training, mentoring and coaching for USAID/Ghana Staff)***

#### ***A. Purpose***

The purpose of the training is to build the capacity of USAID employees to be the best professional versions of themselves, equipped for leadership roles and be adaptive and resilient in today's changing work environment. USAID envisions a four-tiered program for Program and Administrative Assistants, Program and Budget Specialists, and Senior staff (Office Directors and Team Leads). This will constitute a customized and rewarding learning experience and opportunity for staff to develop skill sets that make them versatile, adaptable and resilient current and future leaders.

#### ***B. Background***

USAID Ghana is currently working with its partners to implement a newly developed Country Development Cooperation Strategy for the next five years (2020-2025). Central to the strategy is the support of Ghana on its journey to self-reliance, which calls for a shift in mindset, attitudes, behaviors and a redefined partnership with the Government of Ghana (GOG). Additionally, with the onslaught of COVID-19 has come the need for flexible work environments, and a call on employees to work more independently, be more innovative, proactive, multitask, and hone their leadership skills of critical thinking and strategic decision making and partnership building. Consequently, USAID/Ghana is seeking to provide opportunities for employees to excel in their work. With the assistance of a modern management and leadership skills training and coaching that is designed to build the capacity of employees at different levels, USAID will develop more skillful, adaptive employees in today's ever-changing work environment. A four-tiered program tailored for Program and Administrative Assistants, Program and Budget Specialists, and Senior staff (Office Directors and Team Leads) will provide the necessary tools for a rewarding learning experience that enables the development and maintenance of the relevant skills for the current and future USAID operations, visions and goals.

USAID also seeks to develop partnerships with local Ghanaian contractors for these services. The successful Ghanaian contractor may or may not wish to partner with international contractors. However, if an international contractor is included in the training, a detailed phase out plan would be required to transfer knowledge and build the local capacity of the Ghanaian contractors.

#### ***C. Tasks***

The successful contractor shall demonstrate substantial expert knowledge of the subject matter and lead the design of a high-quality staff training and coaching program. Using hands-on, practical based, experiential, modern adult learning and technologically appropriate techniques, the successful contractor will design and conduct a differentiated management and leadership training modules, and mentor and coach staff to transform their fears and anxieties into productive energy to spur effectiveness, excellence and total wellbeing. The program is envisioned to comprise the following:

1. ***Program and Administrative Assistants:*** This first training module targets employees who are not in management roles, but have the potential and aspire to be managers. Expected length of this training is between three and five weeks.

Topics for this module should include, but not be limited to:

- Developing leadership potential
  - Effective teamwork - dimensions, dynamics and strategies
  - Effective public speaking, communication and presentation skills
  - Time management for results
  - Giving and Receiving feedback
  - Mentoring - Identifying a good mentor, what to look for in a mentor and basic coaching skills
  - Multicultural competencies (managing diversity)
  - Systems thinking
  - Career goal setting
  - Retirement planning
2. ***Supervisors/Program Management Specialist/Budget Specialists:*** This second module would be for supervisors and program/activity Managers. These are mid-level managers with desires to increase their effectiveness, impact and to take on higher responsibility as frontline leaders. Length of training between five to 10 days.

Topics that might be included in this module are:

- Context of Change and Change Management
  - Difference between a manager and leader
  - Effective leadership
  - Effective public speaking
  - Gaining commitment with team members as a leader
  - Empowering and motivating others
  - Developing and demonstrating team credibility
  - Harnessing and rewarding exceptional performance
  - Giving and receiving feedback
  - Career goal setting and retirement planning
  - Systems thinking
  - Multicultural competencies (managing diversity)
3. ***Office Directors and Team Leads:*** This third module would be for more senior staff who supervise teams and are responsible for significant agency program results and resources. This group inter alia looks to strengthen the concept of “leading from behind” by mobilizing, motivating and empowering staff to deliver on sector level results. Being aware of the cultural, context and individual differentiated abilities and striving for synergy for increased results. The concept in this module might be based on examples, skill practice, video case studies, stimulations, and discussions or other ideas the organization/Contractor would like to include. A much shorter course/time is envisioned for this as Directors and team leads are assumed to possess many of these skills and would need some deepening and contextualization. Length of this training might be between three to five days.

Topics that might be included in this module are:

- Effective Leadership
- Effective motivation of teams
- Effective delegation
- High performance teams
- Growing/harnessing Talents in teams
- Giving and receiving feedback
- Effective public speaking
- Organizational behavior and change
- Multicultural competencies (managing diversity)
- Systems thinking

**\*Note:** Classes will consist of a maximum of thirty (30) participants.

4. ***Specialized Mentorship and Coaching Sessions:*** designed to assist individuals and teams to overcome their fears and anxieties, navigate the distance between where they are and where they want to be so they may develop the enthusiasm to lead in an increasingly complex world.
  - Design individualized and group mentoring and coaching programs for identified staff needs
  - Provide continuous practical support for staff to hone specific skills following training
  - Provide innovative strategies/opportunities/platforms for staff to practically utilize the newly acquired skills
  - Provide opportunity for staff to receive expert counselling on their fears and anxieties limiting their effectiveness and productivity

#### ***D. Training Methodology and Training Materials***

- ***Methodology:*** Interactive, participatory, experiential and continuous learning approaches
- ***Delivery Mode:*** Adapted for both in-person and virtual sessions
- ***Training materials:*** Visual aids (overheads, slides, PowerPoint and handouts); USAID will provide any and all administrative supply materials, including pens, paper, audiovisual equipment required by individual instructors, which include overhead projector, a screen, flipcharts, LCD monitor and laptops if needed.
- ***Training content:*** Facilitator guides (objectives/learning points, agenda), specifically designed group activities relevant to training content including scenarios, case studies and group discussions; staff assessment and progress guides

#### ***E. Deliverables***

- The contractor shall provide all participants with access to all course materials for them to successfully complete the programs. USAID will review and approve these documents for adequacy, completeness and alignment with intended objectives of the program. USAID will print all training materials for both in-person and virtual sessions.
- While each instance of training will be based on the course descriptions, the contractor will tailor the delivery of the various elements of the curriculum to meet the objectives and expectations of participants.
- The contractor will participate in an in brief with the USAID Front office, prior to commencing the program and prepare a presentation to present to the Front office at an out-brief at the end of the program

- Contractor will prepare the content for each training, facilitator and participants guides, agenda and welcome packets for all training
- Contractor will produce a brief report for each training and a composite end of program report, outlining the training approach, the prioritized outcomes, challenges and corresponding actions, conclusions, general learning and key takeaways, and recommendations forward to maximize program effectiveness, the contractor shall incorporate into the training sessions a variety of delivery methods, especially interactive team activities, practicum, and opportunities for relevant application to real situations in participants' workspace and continuous learning assignments and projects.
- For all virtual trainings, the successful Contractor will provide appropriate virtual platform facility compliant with USAID IT regulations
- The Contractor will provide certificates of completion to all participants who attend, complete a training and submit a course evaluation.

#### ***F. Period and place of Performance***

- The period of performance is o/a September 15, 2021 for seven months or as determined by USAID.
- USAID will provide a suitable training facility for in-person training, in Accra, on all training dates.

#### ***G. Required Competence and Experience***

Instructors must be highly qualified subject matter experts with specialized training and facilitation talents and capabilities to formulate and deliver high energy, learner centered, and solution-oriented, interactive training sessions.

Instructors must be trained in adult learning concepts and theories and be able to stimulate participants, field content specific questions and have a demonstrated mastery teaching level to effectively lead employees on the subject topics that are being contracted.

A minimum of four experienced facilitators with distinct mastery in 1) personal mastery, presentation and public speaking 2) Leadership development and high performing teams 3) Change management, navigating multicultural environment and organization development and 4) coaching, mentoring, counselling and process facilitation.

#### ***H. Additional Information Required from Contractor***

- Budget/Price - The total (loaded) cost per participant for each of the 4 courses
- Past Performance - Written evaluation or documentation/references of work performed
- CVs of 4 key facilitators and experiences performing similar tasks
- Clarity and responsiveness to this request

#### ***I. Disclosure of Information***

Any information made available to the Contractor by USAID and staff must be used only for the purpose of carrying out the provisions of this contract and must not be divulged or made known in any manner to any person except as may be necessary in the performance of the contract.

**J. Pricing Table (CLIN Rates)**

<b>USAID/GHANA STAFF DEVELOPMENT PROGRAM</b> <b>September 2021 - MAY 2022 ( Attachement)</b>						
Item	Unit	Unit Cost	Quantity	Days	Total (GHc)	Example/Guides
Local Ghanaian Facilitator (one Lead Subject matter expert)	Daily rate	GHc	1	126	GHc	<i>Assuming the facilitator will be working for approximately 20 days per month for at least 7 months conceptualizing, designing, training and working remotely to deliver this program, evaluate progress and produce comprehensive reports.</i>
Three (3) support facilitators and subject matter experts (Organizational Leadership management, Coaching counselling, and organizational development)	Daily rate	GHc	3	120	GHc	<i>These 3 subject matter experts will support the conceptualization, designing, training and delivery of this program and support to produce comprehensive reports</i>
Admin and Logistician	Daily rate	GHc	1	90	GHc	<i>Assuming the Admin and logistician will work throughout the duration of the program providing administrative oversight and ensuring all training sessions, materials and virtual venue is set</i>
IT technician	Daily rate	GHc	1	56	GHc	<i>Assuming the IT technician will work 30 days providing IT backstop, troubleshooting and supporting with setting up breakout rooms, etc during actual training sessions and meeting.</i>
Notetakers (3)	Daily rate	GHc	3	25	GHc	<i>Assuming the notetakers will work taking notes during the training sessions and summarizing sessions and key take-aways, and supporting the drafting of reports</i>
Copy editor (1)	Daily rate	GHc	1	7	GHc	<i>Assuming the copy editor will use 2 days to review the final report, and 1 day each of the 4 training session reports, 1 day for the outline PPT, and make the necessary edits.</i>
<b>PERSONNEL SUB-TOTAL</b>					<b>GHc</b>	

<b>OTHER DIRECT COST</b>						
Training Materials	Lumpsum	GHc		1	GHc	
Internet/Data cost	Daily Rate	GHc		60	GHc	Assumption that averagely \$50 per day for an approximately 60 days is spent on data and internet access to conduct the various virtual trainings, meetings, and coaching sessions.
Conference Package for In-Person Workshop (approx. 35 days total)	Daily Rate	GHc	85	35		Assumption that a total of 85 staff participates in the various training programs at a unit cost of \$65 per staff for an in-person training at a hotel for approximately 35 days, at different intervals. The Cost is inclusive training venue and meals.
		GHc	10	10	GHc	Program and Admin Assistants (10 Days include 5 days of training and 5 days of coaching & mentoring)
		GHc	50	15	GHc	Program, Budget and A&A Specialists, and Financial Analysts (15 Days include 10 days of training and 5 days of coaching & mentoring)
		GHc	25	10	GHc	Team Leads and Office Directors (10 Days include 5 days of training and 5 days of coaching & mentoring)
<b>OTHER DIRECT COST SUB-TOTAL</b>					<b>GHc</b>	
<b>SUMMARY OF COST</b>						
<b>TOTAL PERSONNEL</b>					<b>GHc</b>	
<b>TOTAL TRAVEL</b>					<b>GHc</b>	
<b>TOTAL OTHER DIRECT COST</b>					<b>GHc</b>	
<b>GRAND TOTAL</b>					<b>GHc</b>	

***K. Payment Schedule and Invoice (Firm-Fixed Priced)***

a) The Contractor will be paid for all required services performed and accepted by the USAID designated Contracting Officer's Representative (COR). Payment will be made upon receipt of a valid invoice with supporting document and in accordance with the USG's Prompt Payment ACT (within 30 days after receiving the proper invoice and by Electronic Funds Transfer - EFT).

d) Value Added Tax (VAT) is not included in the CLIN rates. Local law exempts US Government (USAID) from paying VAT (except for Get Fund, NHILS) and other required Levies for services). Instead, contractor may price as a separate Line Item during invoice submission and will be issued with a VAT Relief Purchase Order to (VRPO) to cover for VAT during payment if awarded the contract.

***L. Contractor to Note.***

This is a request for quote (RFQ) and does not constitute an award. The US Government (USG) is under no obligation to make an award out of this solicitation (RFQ) and will not be liable for any other cost incurred in preparing of quotation to this solicitation.

Approved By:

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Michael Sampson  
Regional Executive Office (REXO/CO)